COUNTY OF OSCEOLA
BOARD OF COMMISSIONERS’
COMMITTEE OF THE WHOLE
AGENDA
Wednesday, August 22, 2018
301 West Upton Ave., Reed City, Michigan
2nd Floor, Board of Commissioners’ Room, 9:30 a.m.

NOTE: Claims will be available for review from 9:00 – 9:30 a.m.

1. Meeting Called to Order by Chairperson.

2. Additions or Deletions to the Agenda – Approval of the Agenda.


4. Employee/Board Comments.

5. Consider Approval of the Minutes of August 7, 2018.

6. Consider Payment of Claims.

7. Old Business:
   A. Discuss Discharge of Mortgage: 831 N. Hemlock, Evart – Dan Massy.
   B. Consider Other Budget Amendments, Cash Transfers, and Journal Register Reports from Treasurer.
   C. Discuss 2019 County Budget – Susan Vander Pol.

8. New Business:
   D. Discuss Options for Housing Committee Funding – Jack Nehmer & Dan Massy.
   E. Discuss Items – Susan Vander Pol:
      1. E.M.S. Comprehensive Review Bid Results.
      2. 2018 Audit Contract.

9. Other Business:

10. Employee/Board Comments.

11. Extended Public Comments (Six Minute Limit).


Note: A quorum of the Board of Commissioners may be present at the Committee meetings.

PUBLIC COMMENT
The Committee welcomes public comment. We appreciate your attendance and look forward to hearing any concerns you may have. We request that the following rules of procedure be followed: At the beginning and at the end of each Committee meeting, there is time to receive public comment from the audience. If you wish to address the Committee, we ask that you stand, give your name and present your concern. If you wish to speak while the Committee is addressing a specific issue, you are asked to make arrangements ahead of time with the Committee Chairperson. No comments or questions will be taken at any other time.

If you should require special assistance in order to attend the meeting, please notify the County Coordinator at (231) 832-6196, twenty-four (24) hours before the posted meeting time, for arrangements to be made.
The Committee meeting was called to order at 9:30 a.m. by Chairman Emig.

Present: Commissioners Jack Nehmer, Jill Halladay, Larry Emig, Alan Tiedt, Pam Wayne, Roger Elkins and Mark Gregory.

Also present: Jon-Thomas Burgess-Technology Coordinator, Dan Massy-Community Developer, Susan Vander Pol-County Coordinator, Therese Bechler-Chief Deputy Clerk and several members of the public.

Motion by Commissioner Gregory, seconded by Commissioner Nehmer, to approve the agenda as presented. Motion carried.

Brief Public Comment: None.

Employee/Board Comment: None.

Moved by Commissioner Nehmer, seconded by Commissioner Wayne, to approve the minutes of July 17, 2018, as presented. Motion carried.

Recommended by Commissioner Tiedt, seconded by Commissioner Wayne, to approve the claims of the County in the amount of $83,472.94 as presented. Recommendation was unanimously supported.

**Human Trafficking Stop Sign Stickers**
Dee VanHorn, Meceola-Osceola Human Trafficking Task Force Coordinator, spoke to the Board about the growing problem of Human Trafficking and requested approval from the Board for the placement of the Stop Sign Stickers in the County Parks’ restroom areas. She also spoke about all the places the stickers have been placed and the group’s hope to broaden the areas of placement. Discussion was held.

Recommended by Commissioner Wayne, seconded by Commissioner Halladay, to waive the County’s signage policy and allow the Human Trafficking Stop Sign Stickers to be placed in restrooms in the County parks. Recommendation was unanimously supported.

**MSU Extension Separate Internet Connections/Firewall**
Jon-Thomas Burgess, Technology Coordinator spoke, to the Board about the over usage fees the County will incur and about the one-time fee for change in service for increase of the data usage plan. Shari Spoelman, MSU Extension District 6 Coordinator, was also present and she added input as to the increase of data. Discussion was held.

Recommended by Commissioner Gregory, seconded by Commissioner Nehmer, to increase the County’s data usage plan to 25 MB and authorize the Chairman to sign any agreement amendment. Recommendation was unanimously supported.

**Budget Amendments and Cash Transfer**
Commissioner Tiedt reviewed the budget amendments and cash transfer presented and asked for approval.
Recommended by Commissioner Tiedt, seconded by Commissioner Elkins, to approve the budget amendments and cash transfer as presented. Recommendation was unanimously supported.

Discharge of Mortgage: 118 Timber Trail, LeRoy, Michigan
Dan Massy, Community Developer, asked the Board to discharge the mortgage for the property at 118 Timber Trail, LeRoy. Dan explained the circumstances why he was requesting the discharge. Discussion was held.

Recommended by Commissioner Wayne, seconded by Commissioner Tiedt, to accept payment of $13,750 and approve the Discharge of Mortgage for the property at 118 Timber Trail, LeRoy, Michigan. Recommendation was unanimously supported.

Veterans Harry A. Boughner Scholarship for Training and Accreditation Fund
Susan Vander Pol, County Coordinator, informed the Board an application has been submitted by Wayne Stevens for the Harry A. Boughner Scholarship for Training & Accreditation Fund.

Increase to 44North for the TPA Fees
Susan Vander Pol, County Coordinator, asked the Board to approve a fee increase to 44North for the TPA Fees from $28.45 to $29.45 effective September 1, 2018. Discussion was held.

Recommended by Commissioner Nehmer, seconded by Commissioner Tiedt, to approve the Fee increase to 44North for the TPA Fees from $28.45 to $29.45 effective September 1, 2018. Recommendation was unanimously supported.

2018 Bulk Purchase of Copy Paper
Susan Vander Pol, County Coordinator, asked the Board to award the bulk paper bid to Integrity Business Solutions, LLC in the amount of $5,437.00. She states Integrity was a little higher but they were able to store the paper for us and hold the price for six months. Discussion was held.

Recommended by Commissioner Wayne, seconded by Commissioner Elkins, to award the bulk paper bid to Integrity Business Solutions, LLC in the amount of $5,437.00. Recommendation was unanimously supported.

Other Business: None.

Senator Darwin Booher thanked the Board for their service and hard work. He also spoke to the Board about the money available for the roads this year and for some years to come. He also talked about things the Senate is working on right now and hope to achieve. He told the Board that he will continue visiting other Counties and return back to Lansing in September, 2018.

Board Liaison reports given.

Employee/Board Comments: It was noted by the Board that they would like a group picture taken and hung in the Commissioners Room.

Extended Public Comment: None.
Moved to adjourn by Commissioner Nehmer, seconded by Commissioner Wayne, at 11:32 a.m. Motion carried.

Therese M. Bechler, Chief Deputy Clerk

Larry Emig, Chairman
## County of Osceola

### BUDGET AMENDMENT

TO:  County Treasurer and County Clerk

As provided in the Uniform Budgeting and Accounting Act of 1978, as amended, and as approved by the direction of the Board of Commissioners or as established by policy, it is hereby authorized to record the following adjustments to the budget:

<table>
<thead>
<tr>
<th>FUND:</th>
<th>General ( )</th>
<th>245 Capital ( )</th>
<th>Special Revenue ( )</th>
<th>Debt Service ( )</th>
<th>Other ( )</th>
</tr>
</thead>
</table>

### REVENUE:

<table>
<thead>
<tr>
<th>ACCT. NAME</th>
<th>ACCOUNT NUMBER</th>
<th>DECREASE</th>
<th>INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>273-120-561.00</td>
<td>State Grant</td>
<td>$(_______)</td>
<td>$(4,600)</td>
</tr>
<tr>
<td>273-120-561.00</td>
<td>State Grant</td>
<td>$(_______)</td>
<td>$(4,000)</td>
</tr>
</tbody>
</table>

### EXPENSES:

<table>
<thead>
<tr>
<th>ACCT. NAME</th>
<th>ACCOUNT NUMBER</th>
<th>INCREASE</th>
<th>DECREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temp employees</td>
<td>273-132.709.004</td>
<td>$(1,800)</td>
<td>$(_______)</td>
</tr>
<tr>
<td>Fica</td>
<td>273-132.719.000</td>
<td>$(2,000)</td>
<td>$(_______)</td>
</tr>
<tr>
<td>Fica</td>
<td>273-154.719.000</td>
<td>$(2,000)</td>
<td>$(_______)</td>
</tr>
<tr>
<td>Temp employees</td>
<td>273-152.708.004</td>
<td>$(2,500)</td>
<td>$(_______)</td>
</tr>
<tr>
<td>Fica</td>
<td>273-157.719.000</td>
<td>$(1,000)</td>
<td>$(_______)</td>
</tr>
<tr>
<td>Travel exp</td>
<td>273-157.866.000</td>
<td>$(2,000)</td>
<td>$(_______)</td>
</tr>
<tr>
<td>Travel exp</td>
<td>273-163.866.000</td>
<td>$(2,000)</td>
<td>$(_______)</td>
</tr>
<tr>
<td>Travel exp</td>
<td>273-194.866.000</td>
<td>$(2400)</td>
<td>$(_______)</td>
</tr>
</tbody>
</table>

**TOTAL**

| TOTAL | $(8600) | $(8600) |

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**Commission on Aging**

**Department Head Signature**

8-10-18 **Date**

**Board of Commissioners/Representative**

**Recorded ( ) Motion/Resolution No.**

**Budget Amendment No.**
COUNTY OF OSCEOLA
BUDGET AMENDMENT

TO: COUNTY TREASURER AND COUNTY CLERK

AS PROVIDED IN THE UNIFORM BUDGETING AND ACCOUNTING ACT OF 1978, AS AMENDED, AND AS APPROVED BY THE DIRECTION OF THE BOARD OF COMMISSIONERS OR AS ESTABLISHED BY POLICY, IT IS HEREBY AUTHORIZED TO RECORD THE FOLLOWING ADJUSTMENTS TO THE BUDGET:

FUND: General ( ) Debt Service ( ) Capital ( ) Other ( ) Special Revenue ( )

REVENUE

<table>
<thead>
<tr>
<th>Account Name</th>
<th>Account Number</th>
<th>Increase</th>
<th>Decrease</th>
</tr>
</thead>
</table>

EXPENSE

<table>
<thead>
<tr>
<th>Account Name</th>
<th>Account Number</th>
<th>Increase</th>
<th>Decrease</th>
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</thead>
<tbody>
<tr>
<td>Permanent Employees (Snowmobile)</td>
<td>101-332-702.003</td>
<td>$795</td>
<td></td>
</tr>
<tr>
<td>Permanent Employees (Sheriff)</td>
<td>101-301-702.003</td>
<td></td>
<td>-$795</td>
</tr>
<tr>
<td>Overtime (2nd Rd Patrol)</td>
<td>101-315-702.005</td>
<td>$809</td>
<td></td>
</tr>
<tr>
<td>Overtime (Sheriff)</td>
<td>101-301-702.005</td>
<td></td>
<td>-$809</td>
</tr>
<tr>
<td>Disability Insurance (2nd Rd Patrol)</td>
<td>101-315-724.002</td>
<td>$28</td>
<td></td>
</tr>
<tr>
<td>Disability Insurance (Sheriff)</td>
<td>101-301-724.002</td>
<td></td>
<td>-$28</td>
</tr>
<tr>
<td>Retirement (ORV)</td>
<td>101-330-720.000</td>
<td>$116</td>
<td></td>
</tr>
<tr>
<td>Retirement (Marine)</td>
<td>101-331-720.000</td>
<td>$202</td>
<td></td>
</tr>
<tr>
<td>Retirement (Snowmobile)</td>
<td>101-332-720.000</td>
<td>$61</td>
<td></td>
</tr>
<tr>
<td>Retirement (Sheriff)</td>
<td>101-301-720.000</td>
<td></td>
<td>-$379</td>
</tr>
<tr>
<td>FICA (Snowmobile)</td>
<td>101-332.719.000</td>
<td>$47</td>
<td></td>
</tr>
<tr>
<td>FICA (Sheriff)</td>
<td>101-301-719.000</td>
<td></td>
<td>-$47</td>
</tr>
</tbody>
</table>

TOTAL                                      |                 | $2,058   | -$2,058  |

Sheriff/ORV/Secondary Rd Patrol
Marine/Snowmobile

DEPARTMENT

DEPARTMENT HEAD SIGNATURE

DATE 8-10-18

EXPLANATION: To correct budget shortage
### Posted and Unposted Journal Entries

<table>
<thead>
<tr>
<th>GL Number</th>
<th>Description</th>
<th>User</th>
<th>Amount</th>
<th>DR</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>9305</td>
<td>POSTED BY TONIA</td>
<td>TONIA</td>
<td>30,000.00</td>
<td>20,000.00</td>
<td>8,000.00</td>
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<tr>
<td>9308</td>
<td>POSTED BY LORI</td>
<td>LORI</td>
<td>100.00</td>
<td>100.00</td>
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<tr>
<td>9309</td>
<td>POSTED BY LORI</td>
<td>LORI</td>
<td>37,080.00</td>
<td>37,080.00</td>
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<tr>
<td>9337</td>
<td>POSTED BY LORI</td>
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<td>2,300.00</td>
<td>2,300.00</td>
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</tr>
<tr>
<td>9339</td>
<td>POSTED BY LORI</td>
<td>LORI</td>
<td>300.00</td>
<td>300.00</td>
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<tr>
<td>9378</td>
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<td>50,000.00</td>
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<tr>
<td>9383</td>
<td>POSTED BY LORI</td>
<td>LORI</td>
<td>50,000.00</td>
<td>50,000.00</td>
<td></td>
</tr>
</tbody>
</table>

### Notes: MOVE $ FROM SALE PROCEEDS TO LAND BANK TO PURCHASE CHRISTIE BLDG AND DEMO BOTH HOTEL AND CHRISTIE BLDG IN MARION. LL
<table>
<thead>
<tr>
<th>Journal Number</th>
<th>GL Number</th>
<th>Description</th>
<th>CR</th>
<th>DR</th>
</tr>
</thead>
<tbody>
<tr>
<td>295-000-699.001</td>
<td>295-000-999.034</td>
<td>APPROPRIATED FUND BALANCE</td>
<td>1,720.00</td>
<td>1,720.00</td>
</tr>
<tr>
<td>295-000-999.034</td>
<td></td>
<td>TRANS OUT-PYMT TO DTRF</td>
<td>1,720.00</td>
<td>1,720.00</td>
</tr>
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</table>

**9420**

POSTED BY TONIA

<table>
<thead>
<tr>
<th>GL Number</th>
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<th>CR</th>
<th>DR</th>
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</thead>
<tbody>
<tr>
<td>245-901-970.030</td>
<td>COURT HOUSE ANNEX/RENOVATION</td>
<td>13,000.00</td>
<td></td>
</tr>
<tr>
<td>245-901-970.031</td>
<td>COURTHOUSE RENOVATION</td>
<td>13,000.00</td>
<td></td>
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</tbody>
</table>

**9426**

POSTED BY TONIA

<table>
<thead>
<tr>
<th>GL Number</th>
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<th>CR</th>
<th>DR</th>
</tr>
</thead>
<tbody>
<tr>
<td>508-000-934.002</td>
<td>ROSE LAKE HOME MAINTENANCE</td>
<td>500.00</td>
<td></td>
</tr>
<tr>
<td>508-000-727.000</td>
<td>OFFICE SUPPLIES</td>
<td>500.00</td>
<td></td>
</tr>
</tbody>
</table>

**Total:**

<table>
<thead>
<tr>
<th>CR</th>
<th>DR</th>
</tr>
</thead>
<tbody>
<tr>
<td>192,230.00</td>
<td>192,230.00</td>
</tr>
</tbody>
</table>
Keeping The Memory Alive LLC. Show Contract

This is a statement of agreement between Keeping The Memory Alive LLC, and Osceola County through its Commission On Aging of Evart, MI.

Elvis Tribute Artist Jake Slater in cooperation with Keeping The Memory Alive LLC will perform on December 12th, 2018. Showtime for this event will be 12:30 – 2:30 PM.

Elvis Tribute Artist Jake Slater will perform a 3 set, 2 hour, tracking backed show of Elvis’ 50’s, 60’s, and 70’s era Elvis music.

Performance Location: Evart Fairgrounds, Evart, MI

A clean & private dressing area will need to be provided.

Keeping The Memory Alive will have Jake Slater merchandise on hand for interested parties.

This event will be listed at: www.etajakeslater.com as a “Private Event.”

This performance will take place rain or shine. A rain location may be needed if the event is outdoors. Please make us aware of a rain location if needed:_______. Keeping The Memory Alive is not responsible for Acts of God and or Nature. If said event is cancelled for any reason within 30 days prior to the agreed upon date the entire fee for this event shall be paid in full to Keeping The Memory Alive LLC within 7 Business Days of cancelation unless an applicable date is decided upon for re-scheduling. (The newly re-scheduled performance date must be within 30 days of the original agreed upon date. Any re-scheduled date shall be decided and agreed upon by both parties within 7 Business Days of cancelation.) If said event is canceled indefinitely by the client within the 30 days prior to said event the Total Event Fee is due to Keeping The Memory Alive LLC within 7 Business Days of cancelation. Failure to do so will bring about legal action.

The breakdown/fee for this event goes as follows:

- Elvis Tribute Performance: $650.00
- Mileage Fee: N/A ($100.00 waived)
- Hotel: N/A
- Total Event Fee: $650.00

Payment for this event will be paid in full on the day of said performance. No Exceptions. (If payment is not received on the day of the performance an additional fee of $250.00 will be added to the original Event Fee and shall be paid to Keeping The Memory Alive LLC in full within 7 business days of said performance. A second fee of $250.00 will be added if payment is delayed more than 7 business days.) By signing this, Keeping The Memory Alive LLC Show Contract, all said parties agree to all of these terms.

Keeping The Memory Alive LLC is an independent contractor and assumes all responsibility for any required tax withholdings. If a W9 is required by the client to allow payment completion it must be mailed promptly to and received by Keeping The Memory Alive LLC along with a signed copy of this Show Contract at least 7 business days prior to the performance date. It will then be promptly filled out and sent to the return address of said institution for filing.

Tax ID#: 26-466155

Signed: ____________________________
Keeping The Memory Alive LLC.
Elvis Tribute Artist Jake Slater

Signed: ____________________________
Larry Emig / Chairman

Date Received: ____________________________

*This contract should be signed and returned to: Keeping The Memory Alive LLC.

10781 Finch Creek Rd.
Bellaire, MI 49615
ANNUAL REPORT OF BALANCE IN LAND SALE PROCEEDS ACCOUNTS

In accordance with MCL 211.78m (8) (h), this written report is presented to the Board of Commissioners no later than June 30, the second calendar year after foreclosure.

Net Balance in Land Sale Proceeds Account

<table>
<thead>
<tr>
<th>Year</th>
<th>Foreclosed Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 Tax Year</td>
<td>Foreclosed in 2011</td>
<td>$14,255.67</td>
</tr>
<tr>
<td>2009 Tax Year</td>
<td>Foreclosed in 2012</td>
<td>$75,613.95</td>
</tr>
<tr>
<td>2010 Tax Year</td>
<td>Foreclosed in 2013</td>
<td>$34,179.68</td>
</tr>
<tr>
<td>2011 Tax Year</td>
<td>Foreclosed in 2014</td>
<td>$93,124.21</td>
</tr>
<tr>
<td>2012 Tax Year</td>
<td>Foreclosed in 2015</td>
<td>$42,262.97</td>
</tr>
<tr>
<td>2013 Tax Year</td>
<td>Foreclosed in 2016</td>
<td>$61,647.25</td>
</tr>
</tbody>
</table>

Contingent Liabilities

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 Tax Year</td>
<td>$0.00</td>
</tr>
<tr>
<td>2009 Tax Year</td>
<td>$0.00</td>
</tr>
<tr>
<td>2010 Tax Year</td>
<td>$0.00</td>
</tr>
<tr>
<td>2011 Tax Year</td>
<td>$0.00</td>
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<tr>
<td>2012 Tax Year</td>
<td>$0.00</td>
</tr>
<tr>
<td>2013 Tax Year</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

General reserve against potential claims, currently unknown. ($100,000)

Subtotal Liabilities

Available for transfer to General Fund $221,083.73

This report is prepared by Lori Leudeman, Osceola County Treasurer.
Provided to the Osceola County Board of Commissioners August 21, 2018
DISCHARGE OF MORTGAGE

Know all Men by these Presents, that the Board of Commissioners of the County of Osceola and State of Michigan,

Do Hereby Certify, that a certain Indenture of Mortgage, bearing the date of March 11, 1998, made and executed by Mamie Turner, a single woman, 2951 30th Ave., Sears MI 49679

of the first part, to Osceola County, a Municipal Corporation, 301 W. Upton Ave. Reed City, MI 49677 of the second part, and

recorded in the Register's Office for the County of Osceola and State of Michigan, in Liber 635, Page 476, dated March 12, 1998, concerning the following described property located in Osceola County:

A parcel of land in the Northeast Quarter (NE1/4) of the Northeast Quarter (NE1/4) of Section Twenty-One (21), in township Seventeen (17) North, Range Seven (7) West, Commencing at a point approximately eighteen (18) rods south of the northeast corner of said Section Twenty-One (21); thence west eighteen (18) rods; south nine (9) rods, east eighteen (18) rods; north to the point of beginning; containing one (1) acre of land more or less; saving, excepting and reserving to first party all of the oil, gas, and other minerals lying and being in, on or under said land or recovered therefrom.

Subject to all reservations, easements and restrictions or record, if any.

Said mortgage is fully paid, satisfied and discharged.

______________________________________
Larry Emig, Chairperson
Osceola County Board of Commissioners

STATE OF MICHIGAN)
COUNTY OF Osceola) ss.

The foregoing instrument was acknowledged before me on ____________________________2018, by Larry Emig, as Chairperson of Osceola County Board of Commissioners, Osceola County, Michigan.

DRAFTED BY
Dan Massy
After Recording Return To:
Dan Massy
301 W. Upton
Reed City, MI 49677

______________________________________
Notary Public, Osceola County
My Commission Expires: ____________________
County Received $13,750
Program Income During PY 2017-18

Two Options

- County use $ for whatever it wants (operating budget, capital improvement, etc.)
- Use $ for Emergency Repairs (roof, well, drainfield, ?)
OSCEOLA COUNTY
EMS COMPREHENSIVE REVIEW

Proposals Due Date: Fri., August 10, 2018
Proposals Due By: 3:30 PM

1. Bidder: Strategic Community Partners
   City: Cincinnati, OH
   Bid $ 7,200 + $800 travel

2. Bidder: __________________________
   City: __________________________
   Bid $ __________________________

3. Bidder: __________________________
   City: __________________________
   Bid $ __________________________

4. Bidder: __________________________
   City: __________________________
   Bid $ __________________________

5. Bidder: __________________________
   City: __________________________
   Bid $ __________________________

6. Bidder: __________________________
   City: __________________________
   Bid $ __________________________

7. Bidder: __________________________
   City: __________________________
   Bid $ __________________________

8. Bidder: __________________________
   City: __________________________
   Bid $ __________________________

9. Bidder: __________________________
   City: __________________________
   Bid $ __________________________

Signature of Bid Opener

Witness Signature
OSCEOLA COUNTY
Reed City, Michigan

REQUEST FOR PROPOSALS

EMERGENCY MEDICAL SERVICES
COMPREHENSIVE REVIEW

Osceola County
301 West Upton Avenue
Reed City, Michigan
49677
(231) 832-6196

Susan M. Vander Pol
Osceola County Coordinator

July 11, 2018
OSCEOLA COUNTY
Reed City, Michigan
Emergency Medical Services
Comprehensive Review

I. INTRODUCTION:

Osceola County is one of 83 counties in the State of Michigan and is located in Northern
Michigan. The County has a total land area of 573 square miles with a population of 23,528
residents as of the 2010 Federal census. The population fluctuates greatly during the summer
months due to the many summer residents, parks and camp facilities within the County. The
County was established in 1869.

Osceola County continues to be proactive in recognizing the potential for this county to be
confronted by a broad range of emergencies. The County operates an Advanced Life Support
(ALS) service from four base locations, with three ambulances operating 24 hours a day and one
ambulance operating twelve hours per day. The service has an average call volume of 3,000 and
average annual budget of $2.3 million. The County desires to maintain this service level
recognizing the need for current operation efficiencies and the attraction and retention of staff.
We recognize there is a shortage of paramedic medical personnel in the State.

Our Emergency Medical Services (E.M.S.) department’s current work force consists of a
director, assistant director, three non-union paramedic lieutenants, nine full-time unionized
paramedics and one full-time unionized EMT-Basic. We have a pool group of part-time
paramedics and emergency medical technicians that augment staffing and scheduled work shifts
for the County. The County works with local fire departments who provide first responder
services. The governing body consists of an elected seven-member Board of Commissioners
serving two-year terms.

The County desires to have an outside source conduct a comprehensive assessment of the
delivery model of the emergency medical services department to evaluate the service delivery
effectiveness. There is a need to provide a comprehensive emergency medical services overview
based upon relevant national standards and the current state of the county’s ability to respond to
emergency and non-emergency needs of the county.

There is no expressed or implied obligation for Osceola County to reimburse responding firms
(Proponents) for any expenses incurred in preparing proposals in response to this request.

Questions about this Request for Proposals may be directed to Susan M. Vander Pol, County
Coordinator, Monday through Friday from 8:30 a.m. to 5:00 p.m.

To be considered, Osceola County must receive three (3) copies of a proposal no later than 3:30
P.M. on Friday, August 10, 2018, at which time they will be publicly opened. Proposals
not received prior to the due date and time will be returned to the proponent unopened. Osceola
County reserves the right to reject any or all proposals submitted in whole or in part.
The proposal should be mailed or delivered in a sealed envelope marked "Proposal for Emergency Medical Services Comprehensive Review" directly to:

Susan M. Vander Pol  
Osceola County Coordinator  
301 West Upton Avenue  
Reed City, MI 49677

II. SCOPE OF WORK:

Osceola County (County) is soliciting proposals from prospective consultants (Proponents) to analyze and assess all aspects of the County's emergency medical services department in order to assess the efficiency and effectiveness with which such services are rendered. This project may include, but is not limited to, the designated medical service response agencies within the municipality and the Osceola County law enforcement departments.

The Project includes performing a complete and comprehensive review of the County's emergency medical services department, along with applicable legislation and standards and local municipal goals and providing the County with recommendations to increase and improve efficiencies, enhance coordination of services provided, reduce costs and avoid unnecessary duplication of services and costs. The successful completion and delivery of this review will require a thorough understanding of the County, its emergency services, various federal, state and local regulations and standards, and oversight organizations such as the North Central Michigan Medical Control Authority.

III. OBJECTIVES:

The Project will result in a report to the Osceola County Board of Commissioners that includes a comprehensive review and analysis of emergency medical services to address the following objectives:

1. To provide an optimal and efficient level of service greater than is currently provided.
2. To review County organizational needs for overall public safety and continuity of services and identify strategies to improve service and/or facilitate economic efficiencies.
3. To assess current leadership structure and ascertain municipal oversight for appropriate chain of command.
4. To assess the ability to successfully manage a major conceivable incident through proper communication within and through affected departments.
5. To review ability to successfully implement plans and procedures for obtaining assistance from and coordinating with local government and regional entities.
6. To confirm the response capabilities versus the needs, such as:
   a. Calls for service versus response delivery
   b. Types of service required versus capability
   c. Staffing requirement versus available staffing
7. To review and/or audit the use of municipal funds and billing procedures utilized for services rendered.
8. To evaluate the below components of the emergency medical services against applicable legislation and standards for compliance:
   a. Training requirements
   b. Financial status of organizations
   c. Vehicles, Apparatus, and Personal Protective Equipment requirements
   d. Facilities suitability and need
   e. Standardization of Operating Guidelines and Policies
   f. Response time evaluation

**IV. LOGISTICS:**

The following will be executed in an efficient, complete and timely manner:

1. Interviews and surveys of all emergency services responders, management staff and designated elected officials
2. Complete review of all agency policies and procedures
3. Individual meetings:
   a. Organize and facilitate all meetings
   b. Bi-weekly progress updates to the County’s designee
4. Develop and distribute all forms/documents and reports
5. Conduct critiques/de-briefs after interviews and meetings
6. Maintain open lines of communication with all agencies

**V. DELIVERABLES:**

Proponents will provide a complete comprehensive review with conclusion, report and recommendation for the delivery of Emergency Medical Services.

1. DELIVERABLES DATES:
   Please provide a proposed timeline of scheduled meetings and reporting with County leadership and elected officials, planning meeting dates with the employees and management, survey and interview completion dates, when the complete review of all policies, procedures and guidelines will be completed, deliverance of a draft of the findings, and delivery of the finished report to the County designee.

**VI. PROONENT’S RESPONSIBILITIES:**

If a Proponent finds discrepancies, omissions, irregularities or is in doubt as to any meaning, the Proponent shall contact Susan M. Vander Pol, Osceola County Coordinator, at oscadmin@osceolacountymi.com, who may issue an addendum in writing and distribute it to registered Proponents. The County cannot be held liable for any oral explanation or interpretation provided. No negotiations, decisions or actions shall be executed by any company as a result of any oral discussions with any Osceola County employee or volunteer under the umbrella of Osceola County. Only those transactions that are in writing shall be considered valid. Proponents may register by sending their name of company, name of contact person, phone number and email address to Susan M. Vander Pol at oscadmin@osceolacountymi.com. It is the responsibility of the Proponent to include all addenda issued and to acknowledge receipt of all addenda issued.
Acknowledgement of Addenda on the Form of Proposal (Appendix A) is mandatory.

VII. INQUIRIES:

Inquiries concerning this RFP must be submitted no later than 3 P.M. Friday, August 3, 2018.

Answers to Proponent inquiries will be sent by email to all registered RFP recipients by 5 P.M. Tuesday, August 7, 2018.

VIII. INSTRUCTIONS FOR SUBMISSION:

All proposal submissions should be mailed or hand-delivered no later than 3:30 PM Friday, August 10, 2018, in a sealed envelope marked "Proposal for Emergency Medical Services Comprehensive Review" directly to:

SUSAN M. VANDER POL
OSCEOLA COUNTY COORDINATOR
301 WEST UPTON AVENUE
REED CITY MICHIGAN 49677

The proposal submission shall consist of both a Detailed Work Plan and Cost Estimate, along with the Form of Proposal (Appendix A). The submission shall include three (3) hard copies, with one (1) copy being an original document with original signature(s). The Detailed Work Plan should include, at a minimum:

1. An indication of why you are interested in the Project and the Proponent’s understanding of the nature of the issue;
2. A description of experience in projects of this nature;
3. An identification of the principal Proponent and any others that may be involved with a description of qualifications, relevant experience and references;
4. A sample copy of a similar report completed for a previous client, if available;
5. Summary of proposed costs based on the Proponent’s proposal. Please note any estimated travel or lodging expenses separately.

IX. ADDENDA AND CHANGES:

Osceola County may issue addenda and changes to the RFP from time to time prior to the proposal submission deadline. No such addenda or changes shall be issued later than three (3) days prior to the proposal submission deadline. All addenda and changes shall become part of the contract between Osceola County and the Proponent and shall be binding upon the Proponent submitting its proposal, evaluating and awarding the contract to the successful Proponent, and in the subsequent performance of that Contract. All Proponents shall acknowledge receipt and compliance with any addenda and changes that the County may make to any Contract Documents, Contract, Specifications, or the Instructions to the Proponents, in the manner specified by the County.

X. DELIVERY OF RESPONSES:

All responses must be submitted in a sealed envelope by mail or hand-delivered by the due date.
Fax transmissions or emailed submissions are not acceptable. Responses submitted or received after the due date will not be accepted or considered. Proponents may submit changes or addenda to their response, cross-referenced clearly to the relevant proposal section, prior to, but not after the due date. Such changes must meet all requirements of this RFP solicitation. Additionally, Proponents may withdraw and resubmit their proposals prior to the response deadline. No changes or withdrawals are permitted after the RFP response due date. It is the Proponent’s responsibility to ensure the timely delivery of its response to the appropriate address. Osceola County will not be responsible for delays in or errors with delivery.

XI. REJECTION OF RESPONSES:

Osceola County reserves the right to:
1. Make all decisions regarding this RFP, including the right to decide whether a response to this RFP does or does not substantially comply with the requirements.
2. Accept, reject or negotiate modifications in any terms of Proponent’s answers in whole or any parts thereof.
3. Reject any and all Proposals received to this RFP.

XII. PREPARATION OF RESPONSE:

Osceola County shall not be responsible for any costs incurred by Proponent in the preparation of their response. It must be specifically understood that this RFP does not create any obligation on the part of Osceola County to enter into any contract or undertake any financial obligation with respect to the program referred to herein. The Proponent understands that, if selected, Osceola County reserves the right to provide its opinion publicly and privately regarding Proponent’s performance.

XIII. PUBLIC RECORD REQUESTS:

1. Under the Freedom of Information Act, PA 442 of 1976 and the Michigan Freedom of Information Act, P.A. 563 of 2014, all documents created or received by Osceola County unless specifically exempt, are presumed to be public and available for inspection and duplication.

2. A record in the possession of a party with whom the County contracts to perform a governmental function for the County, and which directly relates to the governmental function and is not exempt under the Act, is a public record.

3. All requests for public records under the Freedom of Information Act must be made to the County Coordinator’s Office at 301 W. Upton Avenue, Reed City, Michigan, 49677 or by email to oscadmin@osceolacountymi.com.

XIV. OWNERSHIP OF RECORDS:

All submitted documents and/or material become the property of Osceola County and may be reviewed and evaluated by any person at the County’s discretion regardless of statements contained within Proponent’s response to the contrary. Osceola County reserves the right to use
any or all concepts presented in any response to the RFP. Selection or rejection of this response does not affect this right. Information provided by Osceola County to the requesting Proponent for the purpose of providing a response to the RFP is the property of Osceola County.

XV. RESPONSE VALIDITY:

Responses must be valid for at least 120 days from submission deadline. Proponent’s responses to this RFP shall become part of the final contract negotiated between the County and Proponent.
REQUEST FOR PROPOSALS (RFP)

FOR THE COMPREHENSIVE REVIEW OF OSCEOLA COUNTY EMERGENCY MEDICAL SERVICES.

Proponents must complete this Form and include with the Proposal Submission.

I/We the undersigned authorized signing officer of the Proponent, hereby declare that no person, firm or Corporation other than the one represented by the signature (or signatures) of proper officers as provided below, has any interest in the Proposal.

I/We further declare that all statements, schedules and other information provided in this Proposal are true, complete and accurate in all respects to the best knowledge and belief of the Proponent.

I/We declare that this Proposal is made without connection, knowledge, comparison of figures or arrangement with any other company, firm or persons making a Proposal and is in all respects fair and without collusion for fraud.

I/We further declare that no employee of Osceola County is or will become interested, directly or indirectly as a contracting party or otherwise in the supplies, work or business to which it relates or in any portion of the profits thereof, or in any such supplies to be therein or in any of the monies to be derived therefrom.

I/We further declare that if awarded the Contract, I/We will agree and adhere to the following:

a) That submission of a proposal indicates acceptance by the Proponent of the conditions contained in the RFP, unless clearly and specifically noted in the proposal submitted and confirmed in a subsequent contract between the County and the Proponent selected.

b) That the Proponent acknowledges and agrees that the findings and finished materials provided under the terms of the Contract have been specially ordered or commissioned for use by the County and that the County shall own the right, title and interest thereto.

c) That the Proponent agrees that the County has unlimited use of the materials and ideas generated by the Proponent throughout the course of the project.

d) That the materials or information developed by the Proponent and/or its employees and/or agents will not be designed in such a way as to bind the County to the Proponent either directly or indirectly for the supply of future materials or services.

e) That, upon termination of the Contract, the Proponent will deliver to the County, all copies of available working papers, files, and other documentation in its possession and any other materials belonging together with all copies thereof and which are applicable to this agreement, wherever located without demand or notice.

f) That the proposal and all prices contained within are valid for 120 days from the RFP submission deadline.
I/We further declare that the undersigned is empowered by the Proponent to negotiate all matters with the representatives, relative to this Proposal.

I/We further declare that the agent listed below is hereby authorized by the Proponent to submit this Proposal and is authorized to negotiate on behalf of the Proponent.

<table>
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<td>Bidder’s Contact</td>
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<tr>
<td>3</td>
<td>Address (including Postal Code)</td>
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<td>Office Phone #</td>
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<td>Office Fax #</td>
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<td>6</td>
<td>Email address</td>
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<td>7</td>
<td>Website</td>
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**ACKNOWLEDGEMENT OF ADDENDA**

The following Addenda are acknowledged for a total of

(eg. 1, 2, 3, or 4 or 1 - 4 for a total of 4 Addenda)

Check here if NO addendum received.

**Proposal submitted by:**

<table>
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<th>Bidder Signature</th>
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<tr>
<td>Name and Position</td>
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<tr>
<td>Date</td>
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<tr>
<td>Proposal Total</td>
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**NOTE:** Failure to sign and return Appendix A: Form of Proposal will result in non-acceptance of this Proposal.

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Appendix A: Form of Proposal
July 27, 2018

Susan M. Vander Pol, County Coordinator
Osceola County
31 West Upton Avenue
Reed City, MI 49677

Dear Susan:

Strategic Community Partners is pleased to submit a proposal (3 copies) to conduct a review of the operations of Emergency Medical Services (EMS) provided by Osceola County. With funding limitations and staffing shortages impacting EMS departments throughout the county, I think you are positioning the communities served by the county’s EMS department to be safer and the county to be better stewards of public funds.

We do not believe that this operational review needs to tell you what you already know. Thus, our approach to this project is likely going to be different than that of others submitting proposals. My team has reviewed the RFP and researched Osceola County at great length and we are committed to finding efficiencies in cost and identifying the necessary resources and method to deliver emergency services with increased operational/response capacity. We are going to focus our efforts on understanding the issues upfront then identify what needs to be evaluated and analyzed based upon stakeholder input, current budgets, personnel, organizational cultures, SOP’s, emergency response procedures, etc. The delivery of public safety services is ripe for change, not just in your county but throughout the country and we have embraced and prepared for this change.

Strategic Community Partners has the necessary skills and experience to accomplish this project. I am extremely pleased that Chief William “BJ” Jetter will be assisting me. Chief Jetter has had a long and very successful career in the Fire/EMS profession and is recognized as a national subject-matter expertise in his field.

To be successful and results-oriented, we must engage county and municipal leaders, public safety leaders and other civic-minded individuals that have a vested interest in this endeavor. Although the elected leaders are ultimately responsible for final decisions, input from effected internal and external stakeholders will make the decision-making and any transition process go much smoother.

Please review our response to your RFP. I believe you will find that we are the team that can work the best with you and other key stakeholders.

Sincerely,

David D. Duckworth
Strategic Community Partners
REQUEST FOR PROPOSALS (RFP)

FOR THE COMPREHENSIVE REVIEW OF OSCEOLA COUNTY EMERGENCY MEDICAL SERVICES.

Proponents must complete this Form and include with the Proposal Submission.

I/We the undersigned authorized signing officer of the Proponent, hereby declare that no person, firm or Corporation other than the one represented by the signature (or signatures) of proper officers as provided below, has any interest in the Proposal.

I/We further declare that all statements, schedules and other information provided in this Proposal are true, complete and accurate in all respects to the best knowledge and belief of the Proponent.

I/We declare that this Proposal is made without connection, knowledge, comparison of figures or arrangement with any other company, firm or persons making a Proposal and is in all respects fair and without collusion for fraud.

I/We further declare that no employee of Osceola County is or will become interested, directly or indirectly as a contracting party or otherwise in the supplies, work or business to which it relates or in any portion of the profits thereof, or in any such supplies to be therein or in any of the monies to be derived therefrom.

I/We further declare that if awarded the Contract, I/We will agree and adhere to the following:

a) That submission of a proposal indicates acceptance by the Proponent of the conditions contained in the RFP, unless clearly and specifically noted in the proposal submitted and confirmed in a subsequent contract between the County and the Proponent selected.

b) That the Proponent acknowledges and agrees that the findings and finished materials provided under the terms of the Contract have been specially ordered or commissioned for use by the County and that the County shall own the right, title and interest thereto.

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d) That the materials or information developed by the Proponent and/or its employees and/or agents will not be designed in such a way as to bind the County to the Proponent either directly or indirectly for the supply of future materials or services.

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I/We further declare that the agent listed below is hereby authorized by the Proponent to submit this Proposal and is authorized to negotiate on behalf of the Proponent.

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<tr>
<td>2</td>
<td>Bidder’s Contact</td>
<td>DAVID D. DUCKWORTH</td>
</tr>
<tr>
<td>3</td>
<td>Address (including Postal Code)</td>
<td>8710 Windfield Lane Cincinnati OH 45249</td>
</tr>
<tr>
<td>4</td>
<td>Office Phone #</td>
<td>513 739 0235</td>
</tr>
<tr>
<td>6</td>
<td>Email address</td>
<td><a href="mailto:cdduckworth@stratcommunitypartners.com">cdduckworth@stratcommunitypartners.com</a></td>
</tr>
</tbody>
</table>

**ACKNOWLEDGEMENT OF ADDENDA**

The following Addenda are acknowledged for a total of ________

(eg. 1, 2, 3, or 4 or 1 - 4 for a total of 4 Addenda)

☑ Check here if NO addendum received.

**Proposal submitted by:**

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<tr>
<th>Name and Position</th>
<th>DAVID D. DUCKWORTH, OWNER</th>
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<tr>
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<td>July 27, 2018</td>
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<tr>
<td>Proposal Total</td>
<td>$ 7,200,000.00</td>
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NOTE: Failure to sign and return **Appendix A: Form of Proposal** will result in non-acceptance of this Proposal.

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Appendix A: Form of Proposal
PROPOSAL FOR OSCEOLA COUNTY, MICHIGAN

REVIEW OF EMERGENCY MEDICAL SERVICES OPERATIONS

COUNTY OF OSCEOLA, Michigan

DUE DATE: AUGUST 10, 2018
PURPOSE/UNDERSTANDING OF STUDY

Osceola County, Michigan (known as “County”) seeks the services of a qualified local government management consulting firm to conduct an analysis of its Emergency Medical Services (“EMS”) operations. The purpose of this analysis is to determine if the current level of operations is the most cost-efficient and operationally effective method of service for the residents of the county. The County is also interested in determining if there is an alternative(s) to the existing EMS model and whether a different model will provide services with increased operational capacity while realizing a fiscally efficient and cost contained system. It is imperative to the County to determine the most efficient and effective use of public funds while achieving the goal of providing consistent, cost-effective and high-quality emergency medical services for the residents of Osceola County.

PROJECT TASKS/WORK PLAN

A. Project Initiation (TASK #1)

Our project team will first confer with County leadership, public safety staff and other key personnel identified by the County to gain a comprehensive and thorough understanding of the background, quantitative data, goals and expectations for the project. This process will assist us in potentially refining our work plan to help guide the project. It is important to note that both County, public safety and other officials will be heavily involved in providing input, data and information throughout the project.

The following matters will be addressed during our Project Initiation meeting(s):

• Discussions detailing all tasks to be performed;

• Setting a time table for each task to be completed;

• Method of evaluating the results;

• Resources to be utilized including data and records provided by County;

• Possible obstacles or problem areas associated with the accomplishment of each task.

Ongoing communications will also help to establish working relationships, make logistical arrangements as may be needed, determine appropriate lines of communications, and finalize contractual arrangements.
B. Stakeholder Input (TASK #2)

Upon completion of Task #1, we will facilitate a SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis to identify the critical internal and external issues that impact the current delivery of EMS in Osceola County. The project team will also interview key stakeholders of the county who are unable to attend the SWOT analysis session. At a minimum, participation in the SWOT analysis shall include county and other community officials, public safety officials, community/civic leaders, and others that County leadership deems necessary. In order to assess sentiment toward potential future system changes, the SWOT analysis will be “issues-based” and discussions will generally center around the following issues (but not inclusive):

- Perception of current level of emergency medical services;
- Desired level of emergency medical services and funding;
- Need to keep current model vs. other models;
- Political support for a change in emergency medical services system;

C. Fiscal and Data Analysis (TASK #3)

For Task #3, the consulting team will assess the cost of providing emergency medical services by examining the following background information, including:

- Review department data identifying factors that influence operations, e.g. community population and demographics (current and future), run volume and patterns, response times, service demand, staffing patterns, etc.,

- Analysis of budgetary information including expenses, revenue and debt schedules;

- Review county and/or municipal regulations related to EMS delivery;

- Review mutual aid or automatic response agreements and resources;

- Analysis of wage, benefits, and retirement programs and policies (total compensation including all employer costs);

- Identify any potential cost savings or efficiencies that could be realized by current system improvements and/or alternative service delivery;
• Identify potential fiscal constraints and opportunities in order to achieve a successful outcome;

• Review capital assets (facilities, apparatus, and equipment) to determine their operational effectiveness and review replacement schedules for said capital assets;

• Identify future potential major budgetary impacts such as compensation increases, health insurance increases, union contracts, and capital replacement purchases that would impact the sustainability of services.

D. Operations/Management/Staffing Review (TASK #4)

The consulting team will also examine key operational, managerial and staffing components to identify areas where increased efficiency and operational effectiveness can be achieved, including:

• Review current services provided by County and other providers, e.g. local/regional fire departments, Sheriff’s Office, to determine duplication, overlap or redundancy of services;

• Evaluate staffing needs (full & part time) and recommend adequate levels to meet current and future demands;

• Review of internal operations, management staffing and resources including concentration, distribution, and utilization of personnel;

• Review existing EMS protocols, training records and current methods of in-service training;

• Analysis of existing station locations and apparatus deployment including deployment methods and staffing performance for incidents;

• Evaluate workload and ideal unit utilization based on best practices and/or accepted standards of service;

• Review administrative capabilities and functions, e.g. information technology, billing procedures, and evaluate best practices for each operating division;

• Assessment of options and alternatives of emergency medical service delivery systems for the County.
E. Recommendations and Final Study Report (TASK #5)

DELIVERABLES – FINAL REPORT: We will provide a written document (report and recommendations) on what we believe is the best outcome in our comprehensive assessment of the Osceola County EMS operations. Our report will include all of the necessary data and facts, makes clear conclusions and provides concrete implementable recommendations and present them to the Board of County Commissioners and County leadership. The Final Report will be presented first in DRAFT form then submitted in FINAL form upon review/approval by County leadership. Consulting team will make a formal on-site presentation upon completion and acceptance of FINAL report.

Our independent, third party review of current service administration, operations, rules, regulations, personnel procedures, operating procedures, funding and political realities will lead to recommendations on future EMS needs and opportunities, both short and long term. In addition to any improvement opportunities identified by the project team, our report will also provide a summary of the key strengths that the project team identifies in the course of our work. Likewise, the project team will identify potential options for a different service delivery system with the goal of maintaining the high service levels for the County of Osceola.

BUDGET & TIMELINE

If Strategic Community Partners is selected to conduct the study, our fee for all work and production costs is $7,200. Travel reimbursement will be billed at actual costs not to exceed $800. Since Osceola County is within an 8-hour drive from Cincinnati, our team will drive as opposed to fly to keep travel costs lower. A review of hours by task is as follows:

- **Project Initiation (TASK #1)**
  - 12 hours
- **Stakeholder Input (TASK #2)**
  - 20 hours
- **Fiscal & Data Analysis (TASK #3)**
  - 24 hours
- **Operations/Staffing/Management Review (TASK #4)**
  - 24 hours
- **Recommendations and Final Study Presentation (TASK #5)**
  - 40 hours
- **TOTAL**
  - 120 hours

We anticipate that the project will take no more than 75 days (2 ½ months) to complete once an agreement is in place. We will revisit this projection at the 30-day interval. We will also provide written project updates on a bi-weekly basis. The consultant’s completion date may be revised if there are any unforeseen delays. Any time extension shall be agreed upon in writing by both parties. See Exhibit B for tentative timeline based on a start date of October 1st. Our timeline is certainly subject to modification and will be updated once a mutually-accepted actual start date is established.
FIRM PROFILE

Strategic Community Partners (SCP) is a fast-growing consulting firm located in Cincinnati, Ohio. It was founded in 2015 by David D. Duckworth, a former local government manager who retired from public service in 2012 who then began his consulting career the following year. The firm has a cadre of former local government managers and subject matter experts in the field of public safety, planning and financial management.

To date, our consultants have conducted numerous projects aimed at improving the efficiency, productivity and operational effectiveness of local government organizations. The core areas of service we provide generally fall under the following areas: (1) Strategic Planning; (2) Organizational Assessment/Process Improvement; (3) Fiscal Analysis. Our team of consultants have conducted organizational reviews and operational/fiscal assessments of the communities they have served and/or consulted including Covington, Kentucky; Miami Township, Ohio; Sycamore Township, Ohio; Monroe Township, Ohio; Florence, Kentucky; Sanford, Florida; Wyoming, Ohio; Pleasant Township, Ohio; Glendale, Ohio; Deer Park, Ohio.

Our approach to every assignment is geared towards adding superior value to our client’s operations. To achieve this goal, we have recognized that the caliber of our most valuable resource, the SCP team of consultants and subject-matter experts, is of critical importance. The SCP team of consultants has extensive experience in conducting a variety of assignments and has developed a unique service delivery approach that puts emphasis on meeting the highest professional standards in local government management. By providing superior value to our client’s and ensuring the client's full participation and ownership of the consultancy outputs, our approach facilitates the successful implementation of the project.

We are a group of educated, credentialed and experienced public safety and public management experts committed to our profession and dedicated to ensuring that client satisfaction is our number one priority. Leveraging our experience and practical work approach will substantially increase the operational effectiveness of Osceola County EMS while at the same time, improving the efficiency in operating costs and in instilling a culture of professionalism. Our record of success is well established and growing rapidly because we customize every project to our client’s needs while accomplishing our work much faster and at a lower cost than our competition, as we believe the true cost of doing business is in providing quality and timely consultative services, not in overhead, travel and other administrative costs.
PROJECT TEAM

The two team members who will be involved in the entire process are David Duckworth and Chief William “B.J.” Jetter. Mr. Duckworth will serve as Project Manager and will be involved in each phase of the project. Chief Jetter will be involved in most of the phases serving as a subject-matter expert in the field of Emergency Services. Detailed resumes of both are found in Exhibit A. A brief summary of their experience and qualifications are as follows:

David D. Duckworth is a 25-year seasoned local government manager having served as chief administrative officer for the Southwest Ohio communities of Miami Township, Union Township, and Deerfield Township; and city manager for Loveland, Ohio. As a manager, he was responsible for the day-to-day management of the communities he served, which included preparing and administering budgets, managing resources, and ensuring that public services were delivered efficiently and effectively. In addition to traditional management duties, he was also involved in the long-range planning and fiscal impact analysis of the communities he served. He holds Bachelor and Master of Public Administration degrees from Northern Kentucky University and is a graduate of the Senior Executive Institute at the University of Virginia. He has been a longtime member of the International City/County Management Association as well as serving on numerous state and local boards, commissions and professional organizations. In his capacity as a consultant, he has worked on a variety of projects involving organizational and workflow analysis, strategic planning, process improvement, strategic facility analysis, executive recruitment and interim management. Mr. Duckworth began his public service career in the fire service and has been certified as both a Fire Fighter and Emergency Medical Technician.

William “B.J.” Jetter, Ph.D, FIFireE, CHSIII, OFE, CFO is a highly motivated emergency services professional with more than 39 years of public safety experience. He has served as Fire and EMS chief for the Ohio communities of Sycamore Township and Monroe Township, and Assistant Fire Chief for the communities of Deer Park and Glendale, Ohio. He currently serves as Safety-Service Director for the city of Deer Park. Chief Jetter is a graduate of LaSalle University having earned a BS in Fire Safety; Master’s Degree Fire Safety Management, Graduated Cum Laude 1997; and a PhD Fire Safety, Graduated Summa Cum Laude May, 1997. He is also a graduate of the Ohio Fire Executive Officer Program, April 2006. Chief Jetter has a vast understanding of how to manage and plan a variety of projects as well as personnel simultaneously while also maintaining my presence as an educator, leader and executive. He has provided consulting services to clients throughout the Midwest and is often found teaching or speaking at area colleges and fire academies.
DAVID D. DUCKWORTH, B.S., M.P.A.
8710 Windfield Lane
Cincinnati, Ohio 45249
(513) 739-0235 (mobile)
email: dduckworth@stratcommunitypartners.com

Resume of Professional and Educational Experience

I. PROFESSIONAL EXPERIENCE

Management Consultant: Strategic Community Partners, Management Partners, The Perfection Group

January, 2013 to present

Provide consulting services to local governments mainly in areas of organizational, financial and operational management. Past projects include organizational and operations analysis, process improvement, fiscal analysis, facility planning, strategic planning, executive search.

Instructor, Great Oaks Public Safety Services

May, 2015 to present

Provide subject matter expertise in the Fire Officer 1-4 training program. Primary subjects include Human Resource Management, Strategic Planning, Finance & Budgeting.

Interim/Acting City Manager, City of Loveland, Ohio

December, 2013 to September, 2014

Acting Chief Executive Officer of the city. Responsible for the efficient and effective management and administration of all public services which include police, fire, EMS, planning & zoning, general administration, public finance, public works, economic development, parks, and media relations. General administrative responsibilities include human resource/personnel management, monitor and evaluate financial condition, contract administration, responding to citizen complaints, grants preparation and administration, public policy development and implementation, lobbying, long-range planning, risk management and other routine administrative operations of government.
Township Administrator, Deerfield Township-Warren County, Ohio

April, 2010 to July, 2011

Chief Administrative Officer of suburban community (Greater Cincinnati area) of 36,000 residents. Responsible for the efficient and effective management and administration of all public services which include police, fire, EMS, public finance, planning & Zoning, general administration, public works, parks, and media relations. General administrative responsibilities include preparation and administration of $20 million annual budget, human resource/personnel management (full and part-time staff of over 100 employees), monitor and evaluate township financial condition, contract administration, responding to citizen complaints, grants preparation and administration, labor relations (2 collective bargaining units), economic development, management information systems, government access television, public policy development and implementation, lobbying, long-range planning, risk management and other routine administrative operations of government. Serve as liaison between elected officials and various community groups. Served as President of the Board of Trustees, Warren County Transportation Improvement District.

Township Administrator, Union Township-Clermont County, Ohio

March, 2009 to January, 2010

Chief Administrative Officer of suburban community (Greater Cincinnati area) of 46,000 residents. Responsible for the efficient and effective management and administration of all public services which include police, fire, EMS, planning & Zoning, general administration, public works, parks, and media relations. General administrative responsibilities include preparation and administration of $35 million annual budget, human resource/personnel management (full and part-time staff of over 175 employees), monitor and evaluate township financial condition, contract administration, responding to citizen complaints, grants preparation and administration, labor relations (3 collective bargaining units), management information systems, government access television, public policy development and implementation, lobbying, long-range planning, risk management and other routine administrative operations of government. Serve as liaison between elected officials and various community groups.

Township Administrator, Miami Township-Clermont County, Ohio

April, 1991 to March, 2009

Chief Administrative Officer of suburban community (Greater Cincinnati area) of 40,000 residents. Responsible for the efficient and effective management and administration of all public services which include police, fire, EMS, community development, general administration, public works, parks and recreation, and community relations. General
administrative responsibilities include preparation and administration of $30 million annual budget, human resource/personnel management (full and part-time staff of over 175 employees), monitor and evaluate township financial condition, contract administration, responding to citizen complaints, grants preparation and administration, labor relations (4 collective bargaining units), management information systems, government access television, public policy development and implementation, lobbying, long-range planning, risk management and other routine administrative operations of government. Serve as liaison between elected officials and various community groups.

**Assistant Administrator, Miami Township-Clermont County, Ohio**

May, 1989 to April, 1991

Assisted Township Administrator in daily operations and management of township government. Primary responsibilities included management of service department, parks and facility maintenance department, and cemetery department. Directly responsible for 13 employees and $1.06 million budget. Maintained secondary responsibilities in the functional areas of public safety administration, planning and zoning, parks, grants administration, and intergovernmental operations.

**Assistant to Director/Research Associate, Center for Public Management and Regional Affairs, Miami University, Oxford, Ohio**

August, 1987 - May, 1989

Assisted Director in daily operations and management of Center. Administrative responsibilities included budgeting, accounting, purchasing and payroll. Supervised staff of administrative interns and research associates. Assisted local governments in region on various technical and applied research projects, including personnel classification plans, economic development plans, community needs assessments, fire and police studies, and grants administration. Published reports and research studies on public management issues.

II. EDUCATION

*Bachelor of Science in Public Administration*, Northern Kentucky University, 1986.

III. PROFESSIONAL ACTIVITIES and ASSOCIATIONS

- Senior Executive Institute, University of Virginia – Program Graduate
- Rotary International, Northwest Clermont County Club – Past President
- Center for Local Government – Active Member, Past President- Board of Trustees
- Leadership Clermont - Program Graduate
- International City Management Association - Active Member
- Greater Cincinnati Local Government Managers Association - Active Member
- Ohio Township Administrators Association - Active Member
- Clermont County Transportation Improvement District – Member, Board of Trustees
- Warren County Transportation Improvement District, President
- Ohio Kentucky Indiana Regional Council of Governments (OKI) – Member, Intermodal Coordinating Committee (ICC)

IV. REFERENCES

Furnished upon request.
WILLIAM A. JETTER Ph.D. FIFireE, CHSIII, OFE, CFO
8713 Plainfield Road
Cincinnati, Ohio 45236
(513) 891-8345
(513) 615-3768 mobile
Email: jetterbj@cinci.rr.com

PROFESSIONAL EXPERIENCE

City of Deer Park
Safety Service Director June 2017 – current
Duties are that of a City manager overseeing all departments and economic development for the city. Professional Development, Human Resources, budgeting, grant writing, and addressing public policy with elected officials are also assigned to the Safety Service Director. The duties of Safety Service Director are outlined in the Ohio Revised Code under statutory municipal government.

Monroe Township
Clermont County, Ohio
Fire Chief / Assistant Administrator January 2, 2014 - June 2017

Village of Glendale-Glendale Ohio May 6, 2013 - current
Assistant Fire Chief of administration

WAJ Consulting
January 2, 2014 - June 2017
Strategic Community Partners March 2015 - current
Fluor Daniels Paducah Gas Diffusion Plant August 2014 – May 2015
Sycamore Township - Cincinnati, Ohio 12/18/1994- 12/31/2012

Director of EMS & Fire Service/Fire Chief
As the Chief Command Officer, I was responsible for all EMS and Fire activities for the Township. I oversaw the areas of personnel, budget, operations, fire prevention services, enforcement, investigation, and emergency medical services. I served as a member of the Township Management Team reporting to the Township Administrator and Township Trustees, with specific responsibility for directing the activities and personnel of the EMS
and Fire Department. I was the Chief Command Officer at incidents and supervised numerous individuals on the emergency incident scene. On an administrative basis, I oversaw the performance of all personnel and personnel evaluations for performance effectiveness. Duties also include: supervising and evaluating all EMS and Fire operations; planning EMS and Fire Department operations with respect to equipment, apparatus and personnel and supervising the effectiveness of such plans; attending regular staff meetings with the Township Trustees, Administrator and other management team members in an effort to maximize interaction and communication in the process of carrying out overall organizational objectives; fire prevention/suppression and emergency medical service operations; analyzing information as to personnel, property and operations of the division in order to improve operations and prepare budget estimates of anticipated expenditures and needs; responding to alarms and personally directing firefighting operations; investigating the source and circumstances of fires to detect their cause; direct the inspection of buildings and other properties for fire hazards; work with the State Fire Marshall and others on fire prevention and inspections; ensure department compliance with all applicable laws and standards governing the EMS and fire program and maintain sections of the Emergency Operations Manual keeping it in compliance with current standards. There were approximately 100 people under my command.

**Loveland-Symmes Fire Department** - Cincinnati, Ohio 1992 - 1994

**Lieutenant - Director of Fire Training** 1992 - 1994

I was responsible for coordination of all Fire Training activities. I developed daily programs for the enhancement of all Firefighters working on shift and worked with operations in establishing safety standards, as well as organizational standards, for the day-to-day Fire Group Operation and provided assurance that firefighters met the NFPA 100 standard in Fire Service. I also served as Safety Officer. There were forty-five (45) fire department personnel in my training group.

**Lieutenant - Shift Supervisor Training Officer** 1992 - 1994

I managed C shift of the Fire Department with a Jr. Lieutenant serving under my command. I was responsible for twelve (12) persons. I led and directed them in their work assignments. While still coordinating all fire training for forty-five (45) fire department personnel, I supervised them and was responsible for any projects that may have been delegated to them from operations.
City of Deer Park - Deer Park, Ohio 1978 - 1994
Assistant Chief 1992 - 1994

Coordinated and supervised all nighttime activities and training programs including Hazardous Materials Training. I shared additional personnel responsibility with another Assistant Chief. I was the Arson Investigator and Public Safety Inspector for the City and served on the Appeals Board for the City of Deer Park and on the City Emergency Operations Plan Committee. Part of my duties included directing suppression activities within the city. Thirty-five (35) people served under my command.

Captain 1989 - 1992

Responsible for all personnel. Training Officer of the department. Served as company officer. Hazardous Material Training was under my command. I served as an Inspector and Fire Ground Commander in the absence of the Chief. Additionally, I worked on several financial and equipment projects for the department.

Lieutenant 1984 - 1988

I served as Training Officer of the department and worked on several projects for the Chief. I helped to organize the fire levy for paid fire personnel and helped the City of Deer Park acquire its first aerial apparatus from the City of New York.

Firefighter/Emergency Medical Technician 1978 - 1983

Firefighter and EMT responsibilities. I served as an Engineer in addition to serving on various operations committees.

Ameriana Bank of Ohio - (formerly Deer Park Savings & Loan) Deer Park, Oh

Member - Board of Directors 1980 - 2000

I served as a member of the Board of Directors and was named Secretary in 1990. My duties included approving budgets and developing policy for senior management. In this position I was constantly aware of all lending practices and deposits. In 1980 the institution was a mutual savings and loan but in 1988 the directors took the company public. In 1993 the company was merged with Ameriana Savings & Loan in Indiana. Our shareholders’ investments were more than doubled when Ameriana acquired Deer Park Saving & Loan.
Bader Inc, Hardware 1966-1990  Vice President of Sales  (family owned business)
7923 Blue Ash Rd. Deer Park, Ohio  (Business closed in 1994 due to father's death)
Part-time employee & Fulltime

FACULTY MEMBER
Global Interscope Solutions, (Open Public Safety Institute) Director of Planning
Safety, Emergency management, Fire Science Curriculum, 2010- Present

University of Cincinnati College of Engineering
Adjunct Professor  Emergency Management, Fire Science programs.  2010- Present

Union Institute & University  Adjunct Professor
Emergency Management/Fire Science Programs  2008-Present

Cincinnati State College  Adjunct Professor  1999 – Present
Fire Science Program, Hazardous Materials Specialist, NFPA Technical Rescue
Technician Program, Safety and OSHA Programs.

Great Oaks Career Center  Faculty Member  1985 – Present
Fire Science Program, Hazardous Material Program

Ohio Fire Academy  Adjunct Faculty Member  1989 – Present
Hazardous Material Program, Management Science

National Fire Academy  Adjunct Faculty Member  1989 - Present
Chemistry, Hazardous Material Program, Management Science

EDUCATION
Ohio Fire Executive Officer Program  Graduated  April 2006
LaSalle University
  B.S. in Fire Safety 1988
  Master's Degree Fire Safety Management, Graduated Cum Laude 1997
  PhD Fire Safety, Graduated Summa Cum Laude May, 1997
EXHIBIT B. PLANNING WORK PLAN/TIMELINE

(*Assuming a 10/1/18 start-subject to change)

<table>
<thead>
<tr>
<th>TASK</th>
<th>DATES</th>
<th>TIME</th>
</tr>
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<tbody>
<tr>
<td>TASK #1 Project kick-off meeting</td>
<td>Week of Oct 1-5</td>
<td>12 hours</td>
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<tr>
<td>TASK #2 Stakeholder Input</td>
<td>Week of Oct 1-5</td>
<td>20 hours</td>
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<tr>
<td>TASK #3 Data Analysis</td>
<td>October 15-31</td>
<td>24 hours</td>
</tr>
<tr>
<td>TASK #4 Operations Review</td>
<td>October 15-31</td>
<td>24 hours</td>
</tr>
<tr>
<td>TASK #5 Final Report</td>
<td>November 1-16</td>
<td>40 hours</td>
</tr>
<tr>
<td>Presentation to Client</td>
<td>Week of December 3-7</td>
<td></td>
</tr>
</tbody>
</table>

Yellow boxes indicate tasks which requires consultant to be on-site, blue boxes indicate off-site work. *(Exact dates consulting team will be on-site will be determined by mutual agreement prior to Project kick-off.)* Off-site work will frequently require either electronic or telephone communications with County leadership.
State of Michigan

Annual Agency Inspection
Administrative, Inter-Agency Relations, Record Keeping, Communications, Safety, Staff, Vehicles, Equipment, Protocols

EMS Education Program Site Visit
Policies, Procedures, Records, Evaluations, Facilities, Training Equipment

Local Medical Control Authority
Approve local medical protocols
Review patient care of all pre-hospital life support agencies
Specific review of all cardiac arrest, Pain management, STEMI, Altered Mental Status, Treatment without transport, EKGS performed

Board of Commissioners
Approve annual budget and staffing levels
Approve policies
Approve purchases in accordance with purchasing policy
Approve Union Contracts and any Letters of Understanding

Workman’s Comp
Review work related accident claims
Review policies and procedures related to worker’s safety
Review physical agility test
Review buildings, vehicles, equipment for potential worker’s safety related issues

MMRMA
Review policies and procedures
Review buildings, vehicles, and equipment
Provide best practice policies and procedures

County Audit
Review all finances of EMS Department
Review financial policies and procedures
Makes recommendations for financial stability of County and Department

Insurance Audits
Review claims and patient care reports for proper billing and reimbursement procedures
Review billing policies and procedures